



Report to the Auburn City Council

Action Item

Agenda Item No. **18**

[Signature]
City Manager Approval

To: Mayor and City Council Members
From: John Ruffcorn, Chief of Police
Date: October 22, 2012
Subject: Performance Budget Discussion

The Issue

This is an overview of the Police Department's proposed performance budget format initiated at the August 27, 2012 City Council Meeting.

Conclusion and Recommendation

There is no action required at this time. After review and discussion, Council may provide direction on any desired changes.

History / Background

During the August 27, 2012 City Council Meeting, a proposed performance budget format was introduced by the Public Works Department. After their presentation, it was decided that each city department would present a similar formatted performance budget for review, discussion, comments, and to obtain future direction specifically related to that department.

Alternatives Available to Council

- Accept the proposed budget format as provided
- Direct changes to the format
- Continue to review all department budgets in the same/similar format

Fiscal Impacts

There has been no fiscal impact identified. This is an informational item to review, discuss, comment on, and provide future direction.

Auburn Police Department 2012

Police Department Mission

The Auburn Police Department is dedicated to the protection of life and property and enhancing the quality of life in our city.

Police Department Mission Statement

We, the Auburn Police Department, are dedicated to providing public safety, protection and service to the community and to do so with concern for those we serve.

Police Department Vision Statement

The Auburn Police Department is committed to serving and supporting our community through education, crime prevention, transparency, and mentoring. We realize our success is directly related to a collaborated effort with our entire community.

Administration Goals

- **R**educe Crime
- **S**ervice to our community is our number one priority
- **V**alue our profession
- **P**rovide leadership and the necessary tools to our employees and volunteers so they can do their job

Police Department Function

- To prevent and control conduct widely recognized as threatening to life and property
- To aid individuals who are in danger of physical harm, such as the victims of violent attack
- To facilitate the movement of people and vehicles
- To assist those who cannot care for themselves, the intoxicated, the addicted, the mentally ill, the physically disabled, the old, and the young
- To resolve conflict, whether it be between individuals, groups or individuals, or individuals and their government
- To identify problems that have the potential for becoming more serious issues
- To create and maintain a feeling of security in communities

-Herman Goldstein (1977)

Patrol Services Provided (partial list)

- Patrol neighborhood streets on a regular basis, day and night.
- Enforce city ordinances, including parking, loud noises, and transient related issues
- Check on doors, windows, and ramps at businesses after working hours.
- Check on homes when people are on vacation.
- Enforce traffic laws
- Educate our citizens on current criminal activity, prevention, and the value in reducing traffic collisions
- Help motorists who need assistance with flat tires, stalled vehicles, or other problems.
- Check on the welfare of residents at the request of out-of-town family members.
- Conduct security surveys for homes and businesses.
- Help with animal control and enforcement of city ordinances.
- Help Emergency Medical Services (EMS) personnel. Often Auburn officers are the first professionals on the scene.
- Respond to alarms.
- Go to court to testify about charges against people who have violated laws.
- Counsel troubled persons & provide information on where people can get more help.
- Mediate disputes, often between neighbors who have disagreements.
- Intervene in domestic violence situations, including abuse of spouses, children, or older family members.
- Conduct crime scene investigations.
- Respond to calls about missing persons and runaway children.
- Prepare reports on crimes against property: vandalism and theft.
- Investigate reports from residents about suspected gang activity.
- Give warnings to young people and closely monitor activities of those who might be involved in gang activities.
- Investigate suspicious persons and vehicles.
- Conduct building searches when tenants or residents suspect there may have been a break-in.
- Investigate illegal drug activity.
- Enhance our robust volunteer programs

Citizens' Awareness Academy

The role of a police officer has always been an interest to the average Citizen. The television media has capitalized upon this curiosity with shows such as "Cops", "America's Most Wanted", and "Stories of the Highway Patrol". Each week, real police action is broadcast into the living rooms of millions of Americans. Numerous Police Agencies have also benefited from the curiosity that citizens have about the police. Over the last three years, Auburn has become an agency that has benefited from this curiosity.

The Auburn Police Department's Citizen Awareness Academy (CAA) is a free; 9-week program that begins each spring. Interested residents and business owners can learn about municipal policing, including procedures involving patrol and investigations, vehicle operations, arrest and control techniques, 911 communications, animal control, and how the department interacts with other law enforcement agencies.

Auburn's CAA is an expansion of their community-based efforts. Our program is intended to open the lines of communication between the Community and the police department.

Generally, the relationship between the police and the citizen is one of "love/hate". To the citizen, it may frequently appear that the police are not doing their job or are exceeding their boundaries. By allowing citizens a firsthand look at what rules, regulations and policies their police department follows, some of the misunderstanding may be alleviated.

The objective of the CAA is not to train an individual to be a "Reserve Police Officer" but to produce informed citizens. The citizens and officers meet each other face to face in a neutral, friendly setting and each becomes a person to the other. In the past, citizens have simply seen a uniform, now they have an understanding about the person behind the badge. Our program has trained over 75 people in the last three years.

Volunteer Program

The volunteer program at the Auburn Police Department provides an opportunity for Auburn citizens to become involved with and to assist the Auburn Police Department through volunteer activities. This program, which is similarly operated in many law enforcement agencies throughout the U.S., recruits average citizens to perform a variety of tasks within the City of Auburn to support the efforts of sworn and civilian personnel.

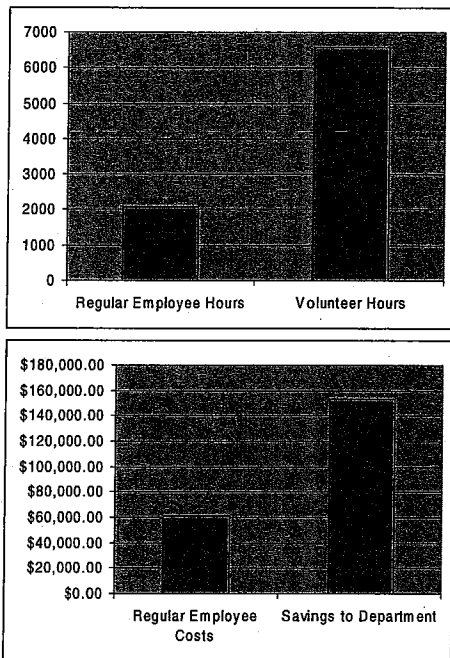
In 2011, Auburn Police Department volunteers assisted the department for 6561.5 hours.

Volunteer Services Provided

- Livescan (fingerprinting services)
- Command post maintenance
- Command post deployment
- Crime scene security
- Parking enforcement
- Disaster preparedness
- Extra patrols
- National Night Out planning and coordination
- Citizens' Awareness Academy planning and coordination
- Pawn slip data maintenance
- Technology support
- Traffic control
- Special events planning (Festival of Lights, Fourth of July, Amgen)
- Drug take back

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- DUI checkpoint support
- Front office support
- Old Town and Downtown Business Association Liaisons
- Detective support
 - Surveillance
 - Video collections
 - Cold case calling
- Radio system support and maintenance



Investigation Services

The Investigation Unit focuses primarily on investigative follow-up of criminal cases originating in our patrol operations and preparing those cases for prosecution. The caseload in our Investigations Unit is divided between crimes against persons and property crimes. There is close coordination between this unit and other local law enforcement agencies because many cases cross-jurisdictional boundaries. The unit also closely coordinates with the Office of the District Attorney and the Department of Justice Crime Lab. In recent years, technology has played an ever-increasing role in case investigation and, consequently, detectives continue to develop expertise in computer forensics, cell phone technology, and analysis of criminal activity within social networking websites and financial networks. This unit also houses the Special Investigations Investigators (SIU), which will be discussed in the next paragraph. The unit has also developed a partnership with the Federal Bureau of Investigation (FBI) to combat local gang-related crime through the Joint Terrorism Task Force (JTTF). This partnership will allow for a multi-jurisdictional approach to regional gang-related activity. The chart on the following page provides a 4-year history of Auburn's clearance rate for crimes investigated by the Investigations Unit.

Special Investigations Unit

The Special Investigations Unit (SIU) is a countywide task force that Auburn has two detectives assigned to. One of the officer's is funded by the department and his main responsibility is enforcing narcotic laws, while the other officer is almost entirely funded by State AB109 monies and his main responsibilities are compliance checks with Post Release Community Supervision (PRCS) subjects. The following roles and responsibilities define the daily assignment of a Special Investigations Unit Detective. These are only the core assignments, and other assignments are completed on an as needed basis. There is no specific order of importance from the list below. The daily activity of a SIU detective may include any of the following:

- Development of Information to Establish an Investigation
- Surveillance Operations
- Informant Management
- Drafting and Execution of Search Warrants
- Undercover Operations
- Probation and Parole Searches
- Post Release Community Supervision
- Arrest Warrants
- Allied Agency Assists
- Neighborhood Complaints
- Pro-Active Directed Enforcement Operations
- Patrol Requests for Assistance
- Federal Investigations
- Shipping/Receiving Interdiction
- Highway Interdiction
- Asset Forfeiture Investigations
- Expert Courtroom Testimony
- Education and Training

Lastly, one of the greatest benefits of having officers assigned to SIU is the fact that if we have a large incident, we have access and control of 12 law enforcement officers, while only paying for the two.

Dispatchers

To be successful within our mission, every member of the department is a valued resource. Being a small agency it, is imperative that we have personnel capable of performing multiple functions. In most agencies, dispatchers answer telephones and dispatch calls for service. Auburn Police Department Dispatchers are not only responsible for those functions, but we also have one assigned to our Records Unit and one as a property/ animal control officer. The daily activities of our dispatchers, supervisor of records, and our property room/animal control personnel may include any of the following:

- Receive, classify, and prioritize all incoming calls to the dispatch center including 911 calls and business line class received from citizens requesting service or information.

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- Operate a variety of public safety communications equipment including a 911 emergency telephone equipment, computer aided dispatch systems, and multi-channel radio system.
- Evaluate response necessary as dictated by a given request for service; determine nature, location, and priority of calls; operate computer aided dispatch system to create calls for service within response criteria guidelines; assign and dispatch appropriate emergency vehicles, equipment, and personnel in accordance with policies and procedures; transfer calls to other appropriate agency in accordance with established procedures; and obtain and dispatch other support services as necessary.
- Maintain contact with all units on assignment through computer aided dispatch; maintain status and location of police field units; maintain computer records of traffic stops and other officer initiated activity.
- Retrieve information from local, state, and national computer networks regarding wanted persons, stolen property, vehicle registration, stolen vehicles, restraining orders, criminal histories, parolees, and other related information; relay information to officers in the field.
- Operate computer terminals and teletype machine to enter, modify, and retrieve data such as stolen and recovered property, towed and stolen vehicles, missing and unidentified persons, citations, field interviews, driver license and vehicle registration information, and warrants on wanted persons; compose and transmit messages to other agencies.

Records Unit

- Prepare, maintain, and release of materials related to law enforcement activities including organizing, processing, maintaining, updating, and routing a variety of departmental reports, records, and files.
- Operate and maintain the departmental centralized record keeping systems; make inquiries; enter reports; update individual files; and update codes.
- Perform a variety of general clerical duties in support of the department; compile, maintain, process, and prepare a variety of records and reports; type transcripts from taped interviews; maintain various files; prepare supplemental reports as directed.
- Operate and maintain the computer messaging system to notify residents of fire conditions; update phone numbers of residents in specified fire zones.
- Control the security of the police building; operate and monitor internal security system.
- Serve as dispatch and/or records training officers for new dispatchers, police officers, and police reserve.
- Train new police officers, police reserves and new dispatchers on communication and records procedures, and as assigned, they process, evaluate, and distribute police reports and records ensuring that information is released in accordance with related laws and departmental policies.
- Develop and manage the department records and information management efforts.
- Organize, convert, and integrate files for storage.
- Consults with users on automated records management applications and recommends software solutions.
- Ensures that all information practices meet state regulations.
- Performs a wide variety of responsible and complex secretarial, administrative, and programmatic duties in support of the chief of police.

- Assists the entire department in collecting, compiling, analyzing, and assembling information from various sources on a variety of specialized topics related to public safety.
- Utilizes various computer applications and software packages; enter and maintain data; generate reports from a database or network system; create documents using word processing or spreadsheet software.
- Maintains and orders office supplies; prepares purchase orders; receives invoices and checks for accuracy; processes payments.
- Operates a variety of office equipment including a typewriter, telephone systems, copier, facsimile machine, adding machine, cash register, and/or computer.

Property Room/Animal Control Unit

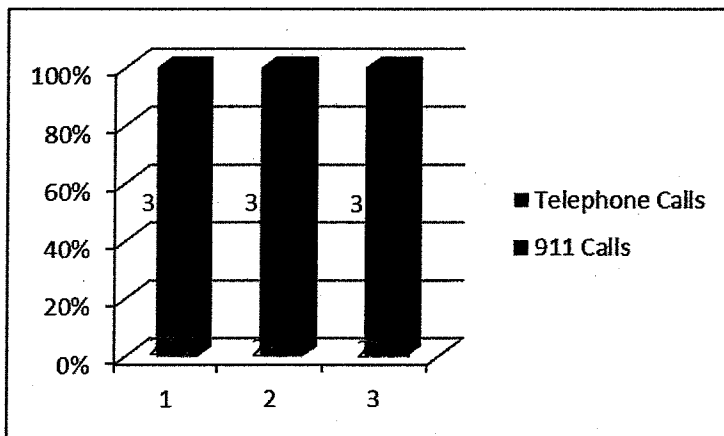
- Receives, stores, records, and issues money, valuables, and other articles seized as evidence, removed from prisoner, or recovered, lost, or stolen property.
- Prepare record of articles and valuables received, including description of article, name of owner (if known), name of police officer who submitted property, and reason for retention.
- Issues property being retained as evidence to officer at time of trial upon receipt of authorization.
- Telephones owners or mails letters to notify owners to claim property, and releases lost or stolen property to owners upon proof of ownership.
- Returns property to released prisoners. Prepares lists of articles required by law to be destroyed and destroys narcotics and drugs (upon authorization) in presence of official witnesses.
- Sends alcoholic beverages to state liquor commission. Lists and sends unclaimed or confiscated money to auditor's office and sends unclaimed and illegal weapons for official destruction.
- Prepares inventory of unclaimed articles for possible sale at auction or donation to charitable organization.
- Enforces various City ordinances and regulations governing animal control; maintain records and reports; impound, feed, and dispose of animals as needed.
- Patrol assigned areas; capture and impound dead, sick, injured, stray, or trapped domestic and non-domestic animals.
- Responds and investigates complaints from the public regarding stray, sick, injured, and abused animals; investigates cases of cruelty, neglect, abandonment, animal bites, and barking dogs.
- Explains various ordinances regarding animal control to the public; post signs and distribute flyers and pamphlets.
- Writes citations for violations of City ordinances related to animals; respond to court requests for contested citations.
- Assists in the removal of deceased animals from City property and other locations; assists the public in trapping domestic and wild animals.
- Euthanizes severely injured, diseased, or vicious animals that cannot be captured.
- Works with the county to quarantine biting animals for observation according to established guidelines.

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- Prepares and maintains a variety of files, records, and reports regarding impounded animals, animal bites, quarantines, investigations, citations, and daily statistics.
- Operates and maintains an animal control vehicle; utilizing a variety of animal control devices and equipment including leash, muzzle, traps, catchpole, net, and radio.

Dispatcher/Records/Property and Animal Control Activity

	2009	2010	2011
911 Calls	2517	2,445	2,334
Telephone Calls	31,775	32,884	36,504
Animal Control Calls	462	511	563
Reports Processed	4698	4,745	5002



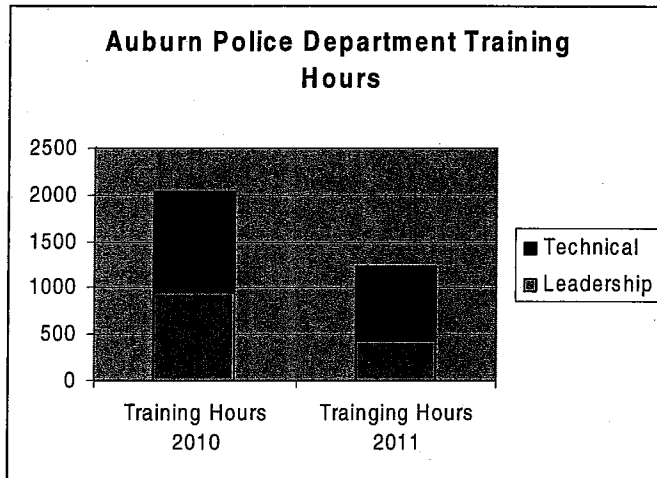
Training

Training should be considered the optimum utilization of human resources. Training and Development helps in optimizing the utilization of our personnel, which further helps the employee to achieve the organizational goals as well as their individual goals.

Training also helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal. With this achievement, training helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.

Lastly, training helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display. Training and Development demonstrates a commitment to keeping employees on the cutting edge of knowledge and practice.

Since 2009, it has been the goal of the Auburn Police Department to not only train our employees to be better technicians in their daily assignment, but also leaders in the department, leaders in the community, and leaders in their profession.



School Resource Officer

School Resource Officer (SRO) programs have been in schools since the 1960's. Although the placement of law enforcement officers in schools has grown tremendously over the past decade, the move to do so appears to have increased dramatically following the school shootings of the late 1990s.

SROs typically focus their functions on the "Triad Model" consisting of law enforcement, student counseling, and law-related education. To fully understand this aspect of school safety, SROs and school-law enforcement relationships must be viewed as the first-line of prevention, not as being punitive or prison-like.

The relationship that has been established between the school districts and schools that serve Auburn, and the Auburn Police Department, can only be described as successful. This program was started with Office of Justice Program Grants, but even in the tough economic times we are experiencing, the police department's commitment to the schools has been maintained.

Department Overtime

FY 2010-11: \$120,317 (\$97,290 budgeted as minimum – 4 hrs. /pay period)

FY 2011-12: \$103,141 (\$78,620 budgeted as minimum – 4 hrs. /pay period)

Contained in the overall figure for overtime are the minimum costs. The minimum costs are directly related to the overtime each law enforcement employee receives each 84-hour pay period according to their Memorandum of Understanding.

Vehicle Maintenance

FY 2010-11: \$30,944

FY 2011-12: \$22,336

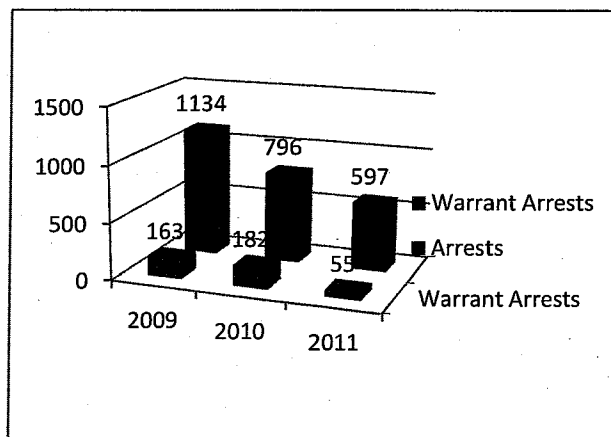
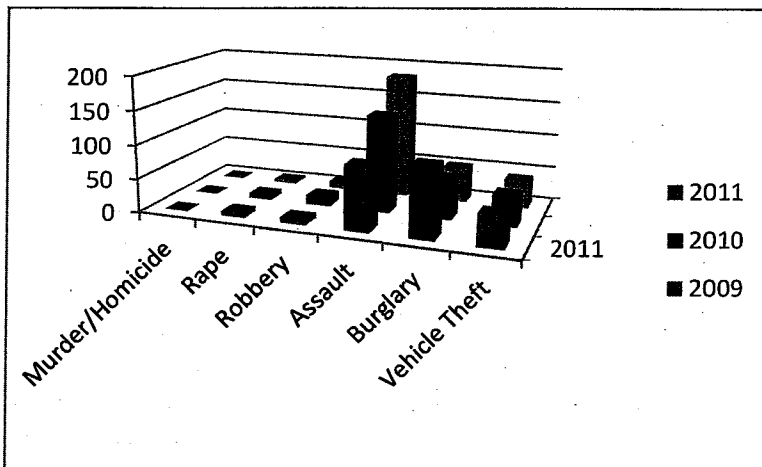
These performance indicators were included because they show that administration has implemented changes to hold personnel accountable for poor driving habits and taking

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unnecessary risks. This has been accomplished by education, hands-on training, and by conducting an internal investigation into every vehicle crash.

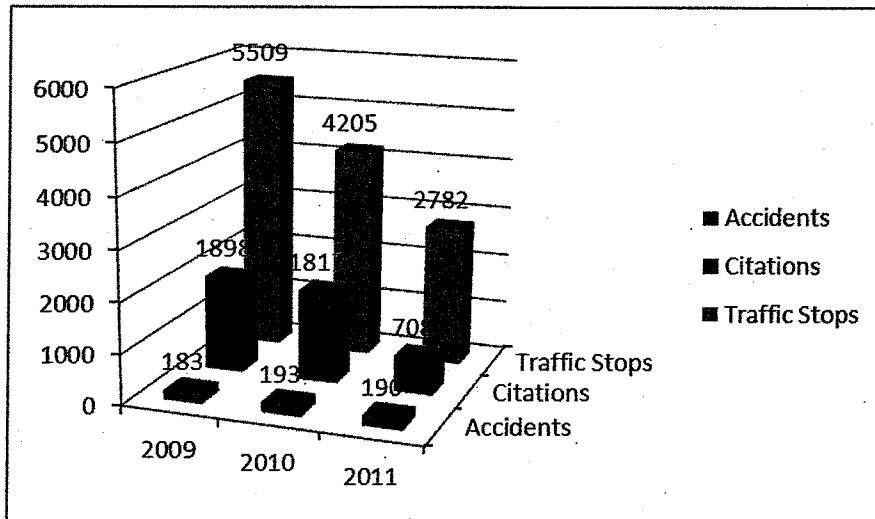
Criminal Activity

	2009	2010	2011
Murder/Homicide	0	0	0
Rape	4	7	7
Robbery	8	14	10
Assault	183	143	94
Burglary	51	60	103
Vehicle Theft	41	45	46
Arrests	1,134	796	597
Warrant Arrests	163	182	55
Calls for Service	25,125	25,216	21,464
# of Reports	5,153	3,683	2,702



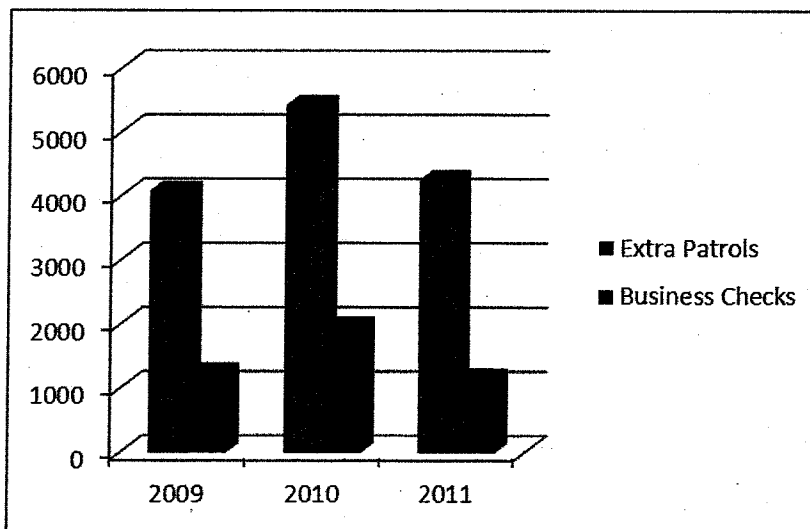
Traffic Activity

	2009	2010	2011
Accidents	183	193	190
Citations	1898	1817	708
Traffic Stops	5509	4205	2782



Other Activity

	2009	2010	2011
Extra Patrols	4082	5,424	4,256
Business Checks	1251	1,969	1,167
Criminal Registration (Sexual, Arson, Drugs)	135	95	101



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Extra patrols consist of citizen requests, special events, and directed enforcement due to criminal activity.

Grants

- 2008 COPS Grant-One full time officer for three years, while the city picks up the fourth year (\$262,225)
- 2008 BJA Byrne JAG Grant-Replace all our vehicle radios with narrowband compliant hardware (\$26,784)
- Avoid the Seven Grant-First agency in the state to obtain a Mobile Command Vehicle through OTS grant
- Target Grant-Surveillance equipment for investigation unit (\$1000)
- 2011/2012 Department of Homeland Security Grant for \$11,000 to update our radio system
- 2012/2013 Department of Homeland Security Grant for \$16,100 to update our command vehicle communications system.

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